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PMI Risk Management Professional

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## QUESTION 1

Bill is the project manager of the JKH Project. He and the project team have identified a risk event in the project with a high probability of occurrence and the risk event has a high cost impact on the project. Bill discusses the risk event with Virginia, the primary project customer, and she decides that the requirements surrounding the risk event should be removed from the project. The removal of the requirements does affect the project scope, but it can release the project from the high risk exposure. What risk response has been enacted in this project?

- A. Mitigation
- B. Transference
- C. Acceptance
- D. Avoidance

Correct Answer: D

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## QUESTION 2

Two companies merge. The executive leadership team for the newly formed company hires a project risk manager to integrate both companies' technology platforms into a single global platform. Since success of this integration project is critical for the new company, the project risk manager determines that risk management is vital.

What factors does risk response planning include?

- A. People, planning, and analysis
- B. People, planning, and avoidance
- C. Planning, avoidance, and analysis
- D. People, avoidance, and analysis

Correct Answer: A

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## QUESTION 3

Which of the following should multicultural groups be aware of on a project relative to risk?

- A. Problematic risk management practice
- B. Multicultural beta risk management software
- C. Differences regarding risk attitudes and emotional literacy
- D. "Parent-child" risk relationships

Correct Answer: C

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**QUESTION 4**

The risk manager for a construction project graphically groups project risks by the subsets of economic risk, social risk, and technical risk. Where has this information been captured?

- A. Risk breakdown structure
- B. Risk management plan
- C. Risk register
- D. Risk control plan

Correct Answer: A

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**QUESTION 5**

You are the project manager for your organization. You are preparing for the quantitative risk analysis. Mark, a project team member, wants to know why you need to do quantitative risk analysis when you just completed qualitative risk analysis. Which one of the following statements best defines what quantitative risk analysis is?

- A. Quantitative risk analysis is the process of numerically analyzing the effect of identified risks on overall project objectives.
- B. Quantitative risk analysis is the planning and quantification of risk responses based on probability and impact of each risk event.
- C. Quantitative risk analysis is the review of the risk events with the high probability and the highest impact on the project objectives.
- D. Quantitative risk analysis is the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

Correct Answer: A

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**QUESTION 6**

Henry is the project manager of the QBG Project for his company. This project has a budget of \$4,576,900 and is expected to last 18 months to complete. The CIO, a stakeholder in the project, has introduced a scope change request for additional deliverables as part of the project work. What component of the change control system would review the proposed changes\' impact on the features and functions of the project\'s product?

- A. Scope change control system
- B. Cost change control system
- C. Configuration management system
- D. Integrated change control

Correct Answer: C

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**QUESTION 7**

When monitoring the execution quality of risk-related plans and processes, which of the following would be a useful metric to track and record?

- A. The number of risks in the project register
- B. The degree of variation from the baseline
- C. The number of levels in the risk breakdown structure
- D. The degree of variation from the risk response strategy

Correct Answer: D

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**QUESTION 8**

Tracy is the project manager of the NLT Project for her company. The NLT Project is scheduled to last 14 months and has a budget at completion of \$4,555,000. Tracy's organization will receive a bonus of \$80,000 per day that the project is completed early up to \$800,000. Tracy realizes that there are several opportunities within the project to save on time by crashing the project work. Crashing the project is what type of risk response?

- A. Transference
- B. Mitigation
- C. Exploit
- D. Enhance

Correct Answer: D

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**QUESTION 9**

Your organization, as part of its enterprise environmental factors, has established risk governance to be implemented in each project. Part of this governance is the reassessment of risks within each project. How much detail and repetition in approach for risks to be reassessed for probability and impact?

- A. Each risk reassessment should go into the same depth as the original risk assessment activity.
- B. The probability and impact of risk event should determine the level of reassessment throughout the project lifecycle.
- C. The amount of detail of repetition that is appropriate depends on how the project progresses relative to its objectives.
- D. The level of detail and reassessment should reflect the priority of the project.

Correct Answer: C

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**QUESTION 10**

A project manager is creating a risk management plan, but participants in a group meeting are hesitant to express their concerns. What will encourage participants to offer their opinions?

- A. Brainstorming
- B. Monte Carlo simulation
- C. Interviews
- D. Nominal group technique

Correct Answer: D

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## QUESTION 11

You are the project manager for the NHH project. You are working with your project team to examine the project from four different defined perspectives to increase the breadth of identified risks by including internally generated risks. What risk identification approach are you using in this example?

- A. Root cause analysis
- B. SWOT analysis
- C. Influence diagramming techniques
- D. Assumptions analysis

Correct Answer: B

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## QUESTION 12

How can the project manager rank competing stakeholder priorities for all the identified risks?

- A. Perform qualitative and quantitative risk analysis.
- B. Engage the project sponsor to decide.
- C. Refer to stakeholder analysis prioritization tree.
- D. Perform a review of organizational process assets.

Correct Answer: A

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## QUESTION 13

Jeff works as a project manager for BlueWell Inc. He is determining which risks can affect the project. Which of the following are the inputs to the identify risks process that Jeff will use to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

- A. Scope baseline

- B. Activity cost estimates
- C. Risk register
- D. Risk management plan

Correct Answer: ABD

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## QUESTION 14

A CEO wants to reduce costs in the time spent for risk management activities. What step did the risk manager fail to perform?

- A. Assigning the CEO as a risk owner
- B. Preventing all issues from occurring
- C. Properly communicating the risk management activities and their outcomes
- D. Explaining the purpose of the management reserve

Correct Answer: C

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## QUESTION 15

You are the project manager of a large construction project. This project will last for 18 months and will cost \$750,000 to complete. You are working with your project team, experts, and stakeholders to identify risks within the project before the project work begins. Management wants to know why you have scheduled so many risk identification meetings throughout the project rather than just initially during the project planning. What is the best reason for the duplicate risk identification sessions?

- A. The iterative meetings allow the project manager and the risk identification participants to identify newly discovered risk events throughout the project.
- B. The iterative meetings allow all stakeholders to participate in the risk identification processes throughout the project phases.
- C. The iterative meetings allow the project manager to discuss the risk events which have passed the project and which did not happen.
- D. The iterative meetings allow the project manager to communicate pending risks events during project execution.

Correct Answer: A

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